

Memorandum



CITY OF DALLAS

DATE February 21, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **Budget Accountability Report—December 2019**

On February 24, the Office of Budget will provide information to the Government Performance & Financial Management Committee on the Budget Accountability Report (BAR) based on information through December 31, 2019. This report combines the Financial Forecast Report (FFR), Dallas 365, and Budget Initiative Tracker into a single monthly report, which is attached for your review.

If you have any questions, please contact Jack Ireland, Director of the Office of Budget.

A handwritten signature in blue ink that reads "M. Elizabeth Reich".

M. Elizabeth Reich
Chief Financial Officer

[Attachment]

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney (Interim)
Mark Swann, City Auditor
Billerae Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Nadia Chandler Hardy, Assistant City Manager
Michael Mendoza, Chief of Economic Development and Neighborhood Services
Laila Aleqresh, Chief Innovation Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors



BUDGET ACCOUNTABILITY REPORT

AS OF DECEMBER 31, 2019

**PREPARED BY THE
OFFICE OF BUDGET**

1500 Marilla Street, 4FN
Dallas, TX 75201

214-670-3659
financialtransparency.dallascityhall.com

EXECUTIVE SUMMARY

Financial Forecast Report

Operating Fund	Year-End Forecast vs. Budget	
	Revenues	Expenses
General Fund	✓	✓
Aviation	✓	✓
Convention and Event Services	✓	✓
Municipal Radio	✓	✓
Sanitation Services	✓	✓
Storm Drainage Management	✓	✓
Sustainable Development and Construction	✓	✓
Dallas Water Utilities	✓	✓
Information Technology	✓	✓
Radio Services	✓	✓
Equipment and Fleet Management	✓	✓
Express Business Center	✓	✓
Office of the Bond Program	!	!
9-1-1 System Operations	✓	✓
Debt Service	✓	✓

✓ YE forecast within 5% of budget

! YE forecast within 6-10% of budget

✗ YE forecast more than 10% from budget or no forecast provided

Dallas 365

✓ 15

On Target (YTD)

✓ 29

On Target (YE)

✗ 20

Not on Target (YTD)

✗ 6

Not on Target (YE)

Budget Initiative Tracker

● 1

Complete

✓ 38

On Target

! 1

At Risk

✗ 0

Canceled

FINANCIAL FORECAST REPORT

The Financial Forecast Report (FFR) provides a summary of financial activity through December 31, 2019, for the General Fund and other annual operating funds of the City. The Adopted Budget reflects the budget adopted by City Council on September 18, 2019, effective October 1 through September 30, 2020. The Amended Budget column reflects City Council-approved transfers between funds and programs, department-initiated transfers between expense objects, approved use of contingency, and other amendments supported by revenue or fund balance.

Year-to-Date (YTD) Actual amounts represent revenue or expenses/encumbrances that have occurred through the end of the most recent accounting period. Departments provide the Year-End (YE) Forecast, which projects anticipated revenues and expenditures as of September 30, 2020. The variance is the difference between the FY 2019-20 Amended Budget and the YE Forecast. Variance notes are provided when the YE forecast is +/- five percent of the amended budget and/or if YE expenditures are forecast to exceed the amended budget.

General Fund Overview

The General Fund overview provides a summary of financial activity through December 31, 2019.

	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Beginning Fund Balance	\$219,919,890	\$219,919,890		\$224,558,461	\$4,638,571
Revenues	1,438,189,202	1,438,189,202	393,294,808	1,440,776,573	2,587,371
Expenditures	1,438,089,000	1,438,089,000	307,657,711	1,441,613,395	3,524,397
Ending Fund Balance	\$220,020,092	\$220,020,092		\$223,721,639	\$3,701,545

Fund Balance. The beginning fund balance for the adopted and amended budget reflects the FY 2018-19 unaudited unassigned ending fund balance as projected during budget development (July 2019). The ending fund balance for the adopted and amended budget does not reflect changes in encumbrances or other balance sheet accounts. The beginning fund balance for the YE forecast has been updated to reflect the FY 2018-19 unaudited unassigned ending fund balance as projected after the preliminary close of September 2019. We anticipate additional updates to the beginning fund balance after the FY 2018-19 audited statements become available in April 2020.

Revenues. Through December 31, 2019, General Fund revenues are projected to be \$2,587,000 over budget due to a projected increase in sales tax revenue, partially offset by a decrease in property tax revenue due to a decline in 2019 taxable value as a result of the October 2019 tornado and a reduction in anticipated Ambulance Services Supplemental Payment Program revenue.

Expenditures. Through December 31, 2019, General Fund expenditures are projected to be \$3,524,000 over budget primarily because of an anticipated increase in hiring for police officers, offset by salary savings from vacant civilian positions.

Financial Forecast Report

GENERAL FUND REVENUE

Revenue Category	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Property Tax ¹	\$787,420,172	\$787,420,172	\$288,069,757	\$786,900,172	(\$520,000)
Sales Tax ²	325,566,185	325,566,185	54,856,783	332,280,639	6,714,454
Franchise and Other	129,339,760	129,339,760	28,213,884	129,362,617	22,857
Charges for Service ³	115,177,017	115,177,017	12,150,396	111,740,065	(3,436,952)
Fines and Forfeitures	27,222,251	27,222,251	5,733,271	27,099,677	(122,574)
Operating Transfers In	25,694,602	25,694,602	0	25,694,602	0
Intergovernmental	11,382,649	11,382,649	284,370	11,352,164	(30,485)
Miscellaneous	6,685,258	6,685,258	1,562,383	6,614,307	(70,951)
Licenses and Permits	5,154,061	5,154,061	1,512,474	5,185,082	31,021
Interest	4,547,247	4,547,247	911,488	4,547,247	0
Total Revenue	\$1,438,189,202	\$1,438,189,202	\$393,294,808	\$1,440,776,573	\$2,587,371

VARIANCE NOTES

General Fund revenue variance notes are provided below for revenue categories with YE forecast variances of +/- five percent and revenue with an amended budget.

1 Property Tax. Property tax revenues are forecast to be \$710,000 under budget due to the October 2019 tornado and reappraisal process and subsequently, the anticipated decline in 2019 taxable value of approximately \$92 million. The General Fund accounts for \$520,000 of the decrease, while the Debt Service Fund accounts for \$190,000. This information, released on December 16, is preliminary since values may change further through the appeals process.

2 Sales Tax. Sales tax revenues are forecast to be \$6,714,000 over budget as a result of increased collections in October through December 2019. Over the most recent 12 months, sales tax receipts have increased by 4.1 percent.

3 Charges for Service. Charges for service are forecast to be \$3,437,000 under budget primarily because of an anticipated \$4,052,000 reduction associated with the Ambulance Services Supplemental Payment Program (ASSPP). Dallas Fire-Rescue (DFR) was informed that municipal EMS providers would see a significant cut in payments, but the final estimate for ASSPP will not be known until later in the fiscal year.

Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure Category	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Civilian Pay	\$243,326,547	\$243,450,086	\$54,093,164	\$238,446,758	(\$5,003,327)
Civilian Overtime	6,094,572	6,127,199	3,055,578	7,266,230	1,139,031
Civilian Pension	34,258,149	34,301,097	7,879,341	33,470,337	(830,761)
Uniform Pay	457,164,984	457,164,984	103,095,411	461,674,536	4,509,552
Uniform Overtime	40,551,607	40,551,607	11,702,570	41,401,810	850,203
Uniform Pension	164,529,405	164,529,405	37,267,992	164,529,405	0
Health Benefits	70,051,318	70,061,654	12,964,281	70,061,654	0
Workers Comp	14,933,520	14,933,520	0	14,933,520	0
Other Personnel Services	10,260,278	10,240,247	2,606,761	10,672,366	432,119
Total Personnel Services¹	1,041,170,380	1,041,359,799	232,665,099	1,042,456,615	1,096,818
Supplies	82,737,886	82,762,887	15,977,472	83,322,414	559,527
Contractual Services	389,583,720	389,744,290	59,012,107	389,649,591	(94,699)
Capital Outlay	14,823,774	14,638,204	1,857,108	14,676,877	38,673
Reimbursements	(90,226,760)	(90,416,180)	(1,854,075)	(88,492,102)	1,924,078
Total Expenditures	\$1,438,089,000	\$1,438,089,000	\$307,657,711	\$1,441,613,395	\$3,524,397

VARIANCE NOTES

General Fund expenditure variance notes are provided below for expenditure categories with YE forecast variances of +/- five percent. The Amended Budget column reflects department-initiated transfers between expense objects.

1 Personnel Services. Personnel services are forecast to be \$1,097,000 over budget primarily due to an anticipated increase in hiring for sworn police officers and overtime for civilian employees and sworn DFR employees, partially offset by salary savings from vacant civilian positions. Dallas Police Department (DPD) ended FY 2018-19 with 33 more officers than anticipated and added a December 2019 academy class with 44 officers. Funding for these additional 77 officers was not anticipated in the adopted budget.

Financial Forecast Report

GENERAL FUND EXPENDITURES

Expenditure by Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
Building Services	\$23,310,536	\$23,310,536	\$6,548,894	\$23,310,536	\$0
City Attorney's Office	18,483,486	18,483,486	4,151,357	18,312,545	(170,941)
City Auditor's Office	3,398,923	3,398,923	614,497	3,398,923	0
City Manager's Office	2,936,728	2,936,728	693,910	2,936,728	0
City Secretary's Office	3,038,936	3,038,936	721,180	3,037,581	(1,355)
Elections	98,646	98,646	20,641	98,646	0
Civil Service	3,274,657	3,274,657	656,151	3,273,022	(1,635)
Code Compliance	30,476,546	30,476,546	7,041,895	30,476,546	0
City Controller's Office	7,210,578	7,210,578	1,424,078	7,210,578	0
Independent Audit	945,429	945,429	0	945,429	0
Court and Detention Services	22,636,938	22,636,938	4,357,092	22,176,300	(460,638)
Jail Contract	9,158,124	9,158,124	0	9,158,124	0
Dallas Animal Services	15,635,492	15,635,492	3,404,132	15,604,386	(31,106)
Dallas Fire-Rescue ¹	317,747,117	317,747,117	71,066,385	318,184,862	437,745
Dallas Police Department ²	516,967,195	516,967,195	116,547,042	522,442,851	5,475,656
Housing and Neighborhood Revitalization	3,270,227	3,270,227	525,553	3,179,731	(90,496)
Human Resources	6,556,941	6,556,941	1,752,634	6,556,941	0
Judiciary	3,806,942	3,806,942	1,015,162	3,806,942	0
Library	33,876,186	33,876,186	8,035,561	33,675,415	(200,771)
Mayor and City Council ³	5,017,657	5,017,657	1,005,469	5,094,903	77,246
Non-Departmental	105,563,682	105,563,682	3,387,385	105,563,682	0
Office of Arts and Culture	20,866,115	20,866,115	9,257,785	20,860,637	(5,478)
Office of Budget	3,879,425	3,879,425	753,926	3,879,425	0
Office of Economic Development	5,365,845	5,365,845	888,367	5,325,481	(40,364)
Office of Management Services					
311 Customer Service	4,835,776	4,835,776	1,621,156	4,835,776	0
Council Agenda Office	246,824	246,824	59,026	246,824	0
Emergency Management	1,122,694	1,122,694	234,562	1,122,694	0
Office of Business Diversity	992,241	992,241	179,552	1,373,195	(19,046)
Office of Community Care	6,700,917	6,700,917	1,081,631	6,700,917	0
Office of Community Police Oversight ⁴	475,000	475,000	647	414,569	(60,431)
Office of Environmental Quality and Sustainability	3,524,865	3,524,865	1,291,998	3,366,459	(158,406)
Office of Equity ⁵	492,264	492,264	91,529	513,378	21,114
Office of Ethics and Compliance ⁶	227,912	227,912	31,714	203,586	(24,326)
Office of Fair Housing and Human Rights	519,488	519,488	118,906	519,488	0
Office of Historic Preservation ⁷	626,200	626,200	75,350	544,734	(81,466)
Office of Homeless Solutions	12,126,340	12,126,340	5,541,675	12,126,340	0
Office of Innovation	913,030	913,030	175,877	913,030	0
Office of Resiliency ⁸	334,705	334,705	26,361	290,069	(44,636)
Office of Strategic Partnerships	1,084,555	1,084,555	199,652	1,063,625	(20,930)
Office of Welcoming Communities	751,913	751,913	124,886	729,067	(22,846)
Public Affairs and Outreach	2,020,529	2,020,529	362,182	1,969,065	(51,464)
Park and Recreation	98,596,497	98,596,497	24,540,281	98,596,497	0
Planning and Urban Design	3,396,703	3,396,703	732,494	3,377,133	(19,570)
Procurement Services	3,021,425	3,021,425	585,001	2,953,145	(68,280)
Public Works	77,176,071	77,176,071	17,349,770	77,086,578	(89,493)
Sustainable Development and Construction	1,858,966	1,858,966	690,642	1,858,966	0
Transportation ⁹	45,270,589	45,270,589	8,673,723	44,446,903	(823,686)
Total Departments	\$1,429,837,855	\$1,429,837,855	\$307,657,711	\$1,433,362,250	\$3,524,397
Liability/Claim Fund Transfer	2,751,145	2,751,145	0	2,751,145	0
Contingency Reserve	3,000,000	3,000,000	0	3,000,000	0
Salary and Benefit Reserve	2,500,000	2,500,000	0	2,500,000	0
Total Expenditures	\$1,438,089,000	\$1,438,089,000	\$307,657,711	\$1,441,613,395	\$3,524,397

VARIANCE NOTES

General Fund variance notes are provided below for departments with YE forecast variances of +/- five percent, amended budgets, or YE forecasts projected to exceed budget.

1 Dallas Fire-Rescue. DFR is projected to be \$438,000 over budget due to an increase in overtime because of new staffing requirements at the City Detention Center, offset by a reduction in contractor fees associated with the Ambulance Services Supplemental Payment Program and savings from lower-than-anticipated hiring trends for sworn officers.

2 Dallas Police Department. DPD is projected to be \$5,476,000 over budget primarily due to higher-than-anticipated hiring for sworn officers. DPD ended FY 2018-19 with 33 more officers than anticipated and added a December 2019 class academy class with 44 officers. Funding for these additional 77 officers was not anticipated in the adopted budget.

3 Mayor and City Council. MCC is projected to be \$77,000 over budget due to equity adjustments, partially offset by vacancies.

4 Office of Community Police Oversight. OPO is projected to be \$60,000 under budget due to salary savings. An executive is scheduled to start in February 2020.

5 Office of Equity. EQU is projected to be \$21,000 over budget due to higher-than-anticipated salaries.

6 Office of Ethics and Compliance. EAC is projected to be \$24,000 under budget due to salary savings.

7 Office of Historic Preservation. OHP is projected to be \$81,000 under budget due to salary savings.

8 Office of Resiliency. REO is projected to be \$45,000 under budget due to salary savings.

9 Transportation. TRN is projected to be \$824,000 under budget primarily due to salary savings.

Financial Forecast Report

ENTERPRISE FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
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AVIATION

Beginning Fund Balance	\$5,570,308	\$5,570,308		\$5,570,308	\$0
Total Revenues	158,255,683	158,255,683	39,996,614	158,255,683	0
Total Expenditures	158,255,683	158,255,683	36,528,228	158,255,683	0
Ending Fund Balance	\$5,570,308	\$5,570,308		\$5,570,308	\$0

CONVENTION AND EVENT SERVICES

Beginning Fund Balance	\$39,186,345	\$39,186,345		\$39,186,345	\$0
Total Revenues	114,358,254	114,358,254	21,460,424	114,358,254	0
Total Expenditures	114,358,254	114,358,254	2,788,498	114,358,254	0
Ending Fund Balance	\$39,186,345	\$39,186,345		\$39,186,345	\$0

MUNICIPAL RADIO

Beginning Fund Balance	\$768,840	\$768,840		\$768,840	\$0
Total Revenues	2,161,634	2,161,634	524,867	2,161,634	0
Total Expenditures	2,067,782	2,067,782	706,568	2,067,782	0
Ending Fund Balance	\$862,692	\$862,692		\$862,692	\$0

Note: FY 2019-20 budget reflects revenue in excess of expenses.

SANITATION SERVICES

Beginning Fund Balance	\$24,416,494	\$24,416,494		\$24,416,494	\$0
Total Revenues	120,129,201	120,129,201	31,827,748	120,758,760	629,559
Total Expenditures	122,129,201	122,129,201	21,899,610	122,129,201	0
Ending Fund Balance	\$22,416,494	\$22,416,494		\$23,046,053	\$629,559

STORM DRAINAGE MANAGEMENT—DALLAS WATER UTILITIES

Beginning Fund Balance	\$12,721,861	\$12,721,861		\$12,721,861	\$0
Total Revenues	60,936,837	60,936,837	15,821,288	60,981,474	44,637
Total Expenditures	60,936,837	60,936,837	4,987,848	60,936,837	0
Ending Fund Balance	\$12,721,861	\$12,721,861		\$12,766,498	\$44,637

SUSTAINABLE DEVELOPMENT AND CONSTRUCTION

Beginning Fund Balance	\$45,979,705	\$45,979,705		\$45,979,705	\$0
Total Revenues	33,474,379	33,474,379	9,252,445	33,518,352	43,973
Total Expenditures	34,550,990	34,550,990	6,982,810	34,550,990	0
Ending Fund Balance	\$44,903,094	\$44,903,094		\$44,947,067	\$43,973

Note: FY 2019-20 budget reflects planned use of fund balance.

WATER UTILITIES

Beginning Fund Balance	\$138,576,064	\$138,576,064		\$138,576,064	\$0
Total Revenues	670,485,708	670,485,708	165,605,136	670,485,708	0
Total Expenditures	681,220,919	681,220,919	113,877,675	681,220,919	0
Ending Fund Balance	\$127,840,853	\$127,840,853		\$127,840,853	\$0

Note: FY 2019-20 budget reflects planned use of fund balance.

Financial Forecast Report

INTERNAL SERVICE FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
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INFORMATION TECHNOLOGY

Beginning Fund Balance	\$4,578,881	\$4,578,881		\$4,578,881	\$0
Total Revenues	80,180,034	80,180,034	11,997,546	80,180,034	0
Total Expenditures	79,967,864	79,967,864	34,441,016	79,967,864	0
Ending Fund Balance	\$4,791,051	\$4,791,051		\$4,791,051	\$0

Note: FY 2019-20 budget reflects revenue in excess of expenses.

RADIO SERVICES

Beginning Fund Balance	\$924,085	\$924,085		\$924,085	\$0
Total Revenues	12,523,888	12,523,888	1,864,865	12,523,888	0
Total Expenditures	12,825,721	12,825,721	4,319,405	12,825,721	0
Ending Fund Balance	\$622,252	\$622,252		\$622,252	\$0

Note: FY 2019-20 budget reflects planned use of fund balance.

EQUIPMENT AND FLEET MANAGEMENT

Beginning Fund Balance	\$6,362,857	\$6,362,857		\$6,362,857	\$0
Total Revenues	56,213,623	56,213,623	383,104	56,231,557	17,934
Total Expenditures	56,235,872	56,235,872	11,274,509	56,235,872	0
Ending Fund Balance	\$6,340,608	\$6,340,608		\$6,358,542	\$17,934

Note: FY 2019-20 budget reflects planned use of fund balance.

EXPRESS BUSINESS CENTER

Beginning Fund Balance	\$3,510,566	\$3,510,566		\$3,510,566	\$0
Total Revenues	2,593,790	2,593,790	588,238	2,608,066	14,276
Total Expenditures	2,005,981	2,005,981	578,183	2,005,981	0
Ending Fund Balance	\$4,098,375	\$4,098,375		\$4,112,651	\$14,276

Note: FY 2019-20 budget reflects revenue in excess of expenses.

OFFICE OF THE BOND PROGRAM¹

Beginning Fund Balance	\$0	\$0		\$0	\$0
Total Revenues	18,547,674	18,547,674	4,975	17,505,057	(1,042,617)
Total Expenditures	18,547,674	18,547,674	7,679,826	17,505,057	(1,042,617)
Ending Fund Balance	\$0	\$0		(\$0)	\$0

Financial Forecast Report

OTHER FUNDS

Department	FY 2019-20 Adopted Budget	FY 2019-20 Amended Budget	YTD Actual	YE Forecast	Variance
9-1-1 SYSTEM OPERATIONS²					
Beginning Fund Balance	\$7,453,734	\$7,453,734		\$7,453,734	\$0
Total Revenues	12,017,444	12,017,444	2,703,328	12,017,444	0
Total Expenditures	15,292,755	15,292,755	3,517,436	15,292,755	0
Ending Fund Balance	\$4,178,423	\$4,178,423		\$4,178,423	\$0

Note: FY 2019-20 budget reflects planned use of fund balance.

DEBT SERVICE

Beginning Fund Balance	\$23,358,486	\$23,358,486		\$23,358,486	\$0
Total Revenues	305,536,876	305,536,876	106,058,656	305,346,876	(190,000)
Total Expenditures	305,451,298	305,451,298	0	305,451,298	0
Ending Fund Balance	\$23,444,064	\$23,444,064		\$23,254,064	(\$190,000)

Note: FY 2019-20 budget reflects revenue in excess of expenses.

EMPLOYEE BENEFITS

City Contributions	\$97,177,729	\$97,177,729	\$20,404,332	\$97,177,729	\$0
Employee Contributions	38,231,005	38,231,005	11,281,509	38,231,005	0
Retiree	32,507,154	32,507,154	4,999,956	32,507,154	0
Other	0	0	128,380	128,380	128,380
Total Revenues	167,915,888	167,915,888	36,814,177	168,044,268	128,380
Total Expenditures	\$171,665,888	\$171,665,888	\$26,645,416	\$171,665,888	\$0

Note: FY 2019-20 budget reflects revenue in excess of expenses. FY 2019-20 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects incurred but not reported (IBNR) claims.

RISK MANAGEMENT

Worker's Compensation	\$19,883,135	\$19,883,135	\$193,498	\$19,883,135	\$0
Third Party Liability	4,383,960	4,383,960	250,102	4,383,960	0
Purchased Insurance	4,526,340	4,526,340	59	4,526,340	0
Interest and Other	0	0	0	0	0
Total Revenues	28,793,435	28,793,435	443,659	28,793,435	0
Total Expenditures	\$34,526,799	\$34,526,799	\$8,156,503	\$34,526,799	\$0

Note: FY 2019-20 budget reflects planned use of fund balance. FY 2019-20 YE forecast reflects claim expenses expected to occur in the fiscal year. Fund balance (not included) reflects the total current liability for Risk Management (Worker's Compensation/Liability/Property Insurance).

VARIANCE NOTES

The Enterprise, Internal Service, and Other Funds summaries include the beginning fund balance with the YE revenue and expenditure forecasts. The YE forecast beginning fund balance represents the FY 2018-19 unaudited projected ending fund balance and does not reflect additional year-end savings. We anticipate adjustments to the FY 2019-20 amended beginning fund balance after FY 2018-19 audited statements become available in April 2020. Variance notes are provided below for funds with a YE forecast variance of +/- five percent, YE forecast projected to exceed budget, or projected use of fund balance.

1 Office of the Bond Program. OBP expenses are projected to be \$1,043,000 under budget primarily due to salary savings. The centralized OBP charges each capital project budget for project implementation costs, so savings in actual OBP implementation expenses are offset by decreases in revenue.

2 9-1-1 System Operations. 911's budget was increased by \$2,163,000 on January 8, 2020, by resolution #20-0130 to accept a matching grant through the Texas Commission on State Emergency Communications to implement a Next Generation 911 system. This change will be reflected in the January Budget Accountability Report.

Financial Forecast Report

2017 GENERAL OBLIGATION BOND PROGRAM

Proposition	Authorized by Voters	Inception-to-Date Appropriations	Inception-to-Date Expenditures	Current Encumbered	Unencumbered
Street and Transportation [A]	\$533,981,000	\$249,690,770	\$93,108,490	\$33,658,179	\$122,924,101
Park and Recreation Facilities [B]	261,807,000	228,313,493	48,532,513	35,958,017	143,822,963
Fair Park [C]	50,000,000	28,820,000	5,261,916	13,726,077	9,832,007
Flood Protection and Storm Drainage [D]	48,750,000	19,422,354	1,689,916	4,290,649	13,441,789
Library Facilities [E]	15,589,000	15,589,000	1,944,292	10,977,734	2,666,974
Cultural and Performing Arts Facilities [F]	14,235,000	13,839,120	1,109,782	918,856	11,810,482
Public Safety Facilities [G]	32,081,000	30,576,956	5,387,280	8,074,948	17,114,728
City Facilities [H]	18,157,000	14,077,418	2,967,248	2,430,194	8,679,976
Economic Development [I]	55,400,000	23,753,930	7,033,849	8,220,366	8,499,715
Homeless Assistance Facilities [J]	20,000,000	20,000,000	12,608	5,935	19,981,457
Total	\$1,050,000,000	\$644,083,041	\$167,047,893	\$118,260,956	\$358,774,192

Note: The table above reflects expenditures and encumbrances recorded in the City's financial system of record. It does not include commitments that have not yet been recorded in the system, such as amounts recently approved by City Council.

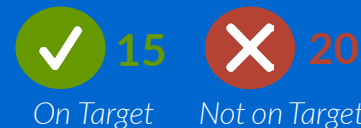
DALLAS 365

The Dallas 365 initiative aligns 35 key performance measures to our six strategic priorities. The department responsible for each measure is noted at the end of the measure's description, and last year's performance is included if available. If FY 2018-19 data is not available, N/A is listed.

Year-to-date (YTD) and year-end (YE) targets are presented for each measure. YTD targets may vary based on seasonality of the work. Each month, we compare 1) the YTD target with the actual performance for the current reporting period and 2) the YE target with the department's forecasted performance as of September 30, 2020.

Measures are designated "on target" (green) if actual YTD performance is equal to or greater than the YTD target. If actual YTD performance is not equal to the YTD target, the measure is designated as "not on target" (red). The same methodology applies to YE forecasts. Variance notes are provided for each measure not on target.

Year-to-Date



Year-End Forecast



#	Measure	FY 2018-19 Actual	YTD Target	YTD Actual	YE Target	YE Forecast
Public Safety						
1	Percentage of responses to structure fires within 5 minutes and 20 seconds of dispatch (Fire-Rescue)	84.26%	90%	82.72%	90%	90%
2	Percentage of EMS responses within nine minutes (Fire-Rescue)	91.7%	90%	91.12%	90%	90%
3	Percentage of responses to Priority 1 calls within eight minutes (Police)	52.07%	55%	48.14%	55%	48%
4	Percentage of 911 calls answered within 10 seconds (Police)	93.22%	91%	86.63%	91%	88%
5	Homicide clearance rate (Police)	84.68%	60%	105.47%	60%	65%
6*	Crimes against persons (per 100,000 residents) (Police)	1,920.5	457	463.88	1,999	1,926
Mobility Solutions, Infrastructure, & Sustainability						
7	Percentage of 2017 bond appropriation awarded (\$644M appropriated ITD) (Bond Program)	70%	22.5%	51%	90%	90%
8*	Average response time to emergency sewer calls (in minutes) (Water Utilities)	59.58	60	60.3	60	60
9	Percentage of planned small diameter water and wastewater pipeline system repaired or replaced (72 out of 8,000 miles) (Water Utilities)	100%	14.7%	22.8%	100%	100%
10	Percentage compliance with state and federal standards and regulations for drinking water (Water Utilities)	100%	100%	100%	100%	100%
11	Percentage of planned lane miles improved (710 out of 11,800 miles) (Public Works)	82%	10.4%	9.00%	100%	100%
12	Percentage of potholes repaired within three days (Public Works)	N/A	98%	91.69%	98%	98%
13*	Missed refuse and recycling collections per 10,000 collection points/service opportunities (Sanitation Services)	13.76	11.5	14.14	11.5	12.67
14	Percentage of signal malfunction responses within 120 minutes (Transportation)	N/A	95%	89.36%	95%	91%

* For most measures, high values indicate positive performance, but for these measures, the reverse is true.

DALLAS 365

#	Measure	FY 2018-19 Actual	YTD Target	YTD Actual	Year-End Target	Year-End Forecast
Economic & Neighborhood Vitality						
15	Number of jobs created or retained through written commitment (Economic Development)	6,001	1,251	327	5,000	5,000
16	Number of Dallas Homebuyer Assistance Program (DHAP) loans provided (Housing)	21	11	7	45	45
17	Total number of new housing units occupied (Housing)	N/A	58	6	230	230
18	Percentage of single-family permits reviewed in three days (Sustainable Development)	86.58%	85%	89.33%	85%	85%
19	Percentage of inspections performed same day as requested (Sustainable Development)	96.37%	98%	96.17%	98%	98%
Human & Social Needs						
20	Percentage of HIV/AIDS households with housing stability (Community Care)	89.91%	95%	94.33%	95%	95%
21	Percentage of 20 repeat homeless encampment sites reclaimed/repurposed (Homeless Solutions)	N/A	0%	10%	100%	100%
22	Percentage of unduplicated persons placed in permanent housing who remain housed after six months (Homeless Solutions)	92.16%	85%	85%	85%	85%
Quality of Life						
23	Number of single-family rental properties inspected (initial inspections and reinspections) (Code Compliance)	9,044	1,650	2,041	7,000	7,000
24	Percentage of litter and high weed service requests closed within SLA (Code Compliance)	N/A	96%	57.72%	96%	65%
25	Live release rate for dogs and cats (Animal Services)	86.4%	90%	90.6%	90%	90%
26	Percentage decrease in loose dog bites year-over-year (from 558 to 530) (Animal Services)	10%	5%	-7.25%	5%	5%
27	Percentage increase in annual visits in person, online, and for programs (from 11.54M to 11.71M) (Library)	23.4%	1.5%	3.26%	1.5%	1.5%
28	Percentage of GED students who successfully pass the exam and earn their certificate (Library)	55.8%	42%	54.04%	42%	42%
29	Percentage of cultural services contracts awarded to artists or small arts organizations (budgets less than \$100,000) (Cultural Affairs)	59.7%	52%	51.9%	55%	55%
30	Percentage of residents within ½ mile of a park (Park and Recreation)	69%	70%	69%	70%	69%
31	Participation rate at late-night Teen Recreation (TRec) sites (28,590 annual participants) (Park and Recreation)	N/A	25%	2.0%	100%	100%
Government Performance & Financial Management						
32	Percentage of 311 calls answered within 90 seconds (311)	57.98%	70%	34.67%	70%	75%
33	Percentage of invoices paid within 30 days (City Controller)	98.54%	96%	97.1%	96%	96%
34	Percentage of vehicles receiving preventive maintenance on schedule (Equipment and Fleet Management)	N/A	68%	71.67%	68%	68%
35	Percentage of dollars spent with local M/WBE businesses (Business Diversity)	91.09%	50%	66.23%	50%	50%

VARIANCE NOTES

- #1.** Four fire stations are currently closed for various reasons, displacing the responding apparatus to neighboring stations and increasing overall response times. DFR will continue to monitor operations to minimize delays and adjust assigned locations of displaced apparatus if necessary.
- #3.** Average response time for Priority 1 calls is slightly above eight minutes, resulting in fewer than 50% of responses at target. DPD is making efforts to get to eight minutes while diverting resources to proactive policing. The South Central Patrol Division is implementing a pilot staffing model outlined in the KPMG Study, to identify efficiencies.
- #4.** Turnover in 911 call taker positions has resulted in vacancies. This, plus an increase in calls has increased the load on current staff. Multiple candidates are in the hiring process, and DPD anticipates a return to full staffing shortly.
- #6.** Based on last year's actuals for the months remaining in the fiscal year, DPD is well within the target. In the coming months, DPD will begin implementing the initiatives outlined in the 2020 crime plan, which should also help in reaching the target.
- #8.** The Wastewater Collection (WWC) division has six vacant laborer and two vacant crew leader positions. WWC is in the process of filling those positions, which will positively impact response times.
- #11.** Public Works initially reported on improved lane miles funded only through the general fund. Capital bond projects are now included in the calculation. Actual performance is expected to be on track by end of year.
- #12.** Work was delayed in October due to the tornado and subsequent cleanup, and crews spent November completing overdue service requests. Actual performance improved to nearly 95% in December.
- #13.** An increase in missed calls is normal November through January, primarily due to holidays exacerbated this year by the tornado. Actuals should decrease in February. However, employee vacancies and equipment availability continue to adversely impact completion times, which may prevent SAN from meeting its YE target.
- #14.** TRN has four functional bucket trucks, and six are needed to achieve the 95% target. To mitigate fleet repair delays, TRN has rented an additional bucket truck, escalated repair requests with EFM, and staggered work shifts to maximize use of the available trucks. Actual performance improved to 91% in December.
- #15.** Job creation through economic development incentives does not occur in a linear fashion.
- #16.** DHAP has 15 applications in the pipeline, with three loans pending closing.
- #17.** This measure reflects only the number of units occupied; an additional 300 units are in development.
- #19.** DEV had a decrease in staff availability in October and November. Staff anticipates correcting this issue and reaching the 98% target before year-end.
- #20.** Housing placements decreased this quarter because of changes in landlords' willingness to accept City of Dallas tenant vouchers. OCC has implemented additional housing navigation strategies to meet its YE target.
- #24.** Several issues have impacted performance, including a disconnect between the old and new software platforms (POSSE and Salesforce) and a high number of vacant inspection positions.
- #26.** As DAS transitioned to 24/7 operations, officers were temporarily reassigned to provide coverage until new officers could be hired, resulting in fewer proactive efforts (although DAS still exceeded its response rate target for high-priority calls).
- #29.** More cultural service contracts are executed with large organizations (>\$100K annual budget) in the first quarter. OAC anticipates reaching its YTD and YE targets after Arts Activate Round 3 projects are selected in March.
- #30.** PKR is working to establish and expand partnerships with school districts to increase this measure to 70%.
- #31.** PKR anticipates a significant increase in participation during peak season (April-September) and as the program is further established at all 13 sites.

#32. In October, 311 reached a peak of 22 vacancies and two manager vacancies. Additionally, the department's call scheduling software stopped functioning correctly. 311 has removed staff from the phones for retraining and agent attrition has slowed; 311 is also working with ITS to address the software issues. Although actual performance improved to 46% in December, the department does not anticipate significant improvement until all staff have returned to the phones in February or March.

BUDGET INITIATIVE TRACKER

The Budget Initiative Tracker reports on 40 activities included in the FY 2019-20 budget. For each initiative included in this report, you will find the initiative number, title, description, status, and measure. At the end of each description, the responsible department is listed. Each month, the responsible department provides a current status for the initiative and indicates whether the initiative is “complete” (blue circle), “on target” for completion by the end of the fiscal year (green check mark), “at risk” of not being completed by the end of the fiscal year (yellow exclamation mark), or “canceled” (red x).

We have also selected a relevant performance measure for each initiative to indicate whether the initiative is achieving its intended outcome. Once an initiative is marked complete and data becomes available, we will begin reporting the year-end target for the measure, as well as the year-to-date actual.



In the Spotlight



To ensure homeless individuals and families remained safe during recent freezing weather, the Office of Homeless Solutions opened temporary emergency shelters at the Kay Bailey Hutchison Convention Center and the Central Library in partnership with Convention and Event Services, the Office of Emergency Management, Dallas Fire-Rescue, the Dallas Police Department, and Library.

Budget Initiative Tracker

PUBLIC SAFETY**1 Police and Fire Uniform Staffing** 

INITIATIVE Recruit and retain police officers and firefighters through a new pay structure outlined in the 2019 Meet and Confer agreement. (Police and Fire-Rescue)

STATUS As of January 27, DPD has hired 135 officers and is on track to hire 309 officers by the end of this fiscal year, for a total of 3,130.

As of January 31, DFR has hired 40 firefighters, and attrition is 17. DFR expects to end the year with 1,981 firefighters.

MEASURE Turnover rate of tenured public safety employees

2 Police and Fire Uniform Pension 

INITIATIVE Secure the future of our first responders by contributing \$162 million to the Dallas Police and Fire Pension System, \$5.2 million more than last year. (Police and Fire-Rescue)

STATUS City pension contributions are being made in compliance with HB 3158 approved by the state legislature in 2017.

MEASURE Percentage of on-time contributions

3 Real-Time Crime Center 

INITIATIVE Establish a team of civilian crime intelligence analysts who will analyze imaging and data in real time to proactively implement crime-fighting strategies (Police)

STATUS The criteria and minimum qualifications have been approved, and recruitment for 22 analyst positions will begin February 9.

MEASURE Percent increase in collection of RTCC footage as evidence

4 Body-Worn Cameras 

INITIATIVE Enhance safety for officers and residents and encourage positive community interactions by purchasing additional body-worn cameras for police officers, the Marshal's Office and Dallas Animal Services officers. (Police)

STATUS Procurement Services is finalizing negotiations with the vendor, and staff anticipates submitting the contract for City Council consideration in March.

MEASURE Percentage of Internal Affairs complaints where police officer is cleared by body-worn camera footage

5 Firefighter Safety 

INITIATIVE Protect our firefighters by purchasing a second set of personal protective equipment (PPE) and a complete replacement of self-contained breathing apparatus (SCBA) to allow for cleaning equipment between fires. This is a two-year initiative begun in FY 2018-19. (Fire-Rescue)

STATUS DFR anticipates submitting the PPE purchase for City Council consideration in March 2020 and the SCBA purchase for consideration in May 2020.

MEASURE Percentage of firefighters who receive second set of PPE and replacement SCBA

6 Police Oversight 

INITIATIVE Strengthen relationships between the community and Dallas Police Department through the Office of Community Police Oversight. (Police)

STATUS The newly hired Office of Community Police Oversight (OPO) Monitor is scheduled to begin work February 24. The OPO has received 70 complaints as of January 31 and provided an overview of these complaints to the Community Police Oversight Board (CPOB).

MEASURE Number of complaints investigated

Budget Initiative Tracker

MOBILITY SOLUTIONS, INFRASTRUCTURE, & SUSTAINABILITY

7 Energy Management

INITIATIVE Implement an energy management system to ensure the City continually and intentionally assesses energy use and opportunities for energy reduction. (Building Services)

STATUS Hiring is underway for an energy management system manager. Staff anticipates filling the position in February 2020.

MEASURE Percent decrease in energy usage

8 City Facility Major Maintenance

INITIATIVE Ensure City facilities stay safe and functional through major maintenance of roofs, HVAC, and other building systems. (Building Services)

STATUS Building Services has initiated \$1.31 million in projects, including skylight repairs and maintenance at Eco Park and HVAC system repairs at Northeast Patrol Station and Oak Cliff Municipal Center.

MEASURE Percentage of funds deployed

9 2017 Bond Program

INITIATIVE Add five Senior Engineers to implement Public Works projects within the 2017 Bond Program in five years. (Office of the Bond Program)

STATUS Two Senior Engineers have been hired, and interviews have been completed for the remaining three positions, which staff anticipates filling during the second quarter.

MEASURE Percentage of bond appropriation awarded

10 Bridge Maintenance

INITIATIVE Dedicate funding to establish a bridge maintenance and repair program for the more than 600 City-owned and maintained bridges. (Public Works)

STATUS PBW has advertised the contract opportunity and hosted a presubmittal meeting for development of a bridge maintenance program, but additional coordination with the City Attorney may delay implementation by four to five weeks.

MEASURE Percentage of funds approved by City Council

11 Street Conditions

INITIATIVE Improve the pavement condition of 710 lane miles of streets and alleys. (Public Works)

STATUS PBW has completed 64.03 lane miles to date between bond projects and General Fund maintenance and is on track for completion by the end of the year.

MEASURE Percentage of planned lane miles improved

12 Traffic Signals

INITIATIVE Promote safety and enhance traffic flow by replacing broken vehicle detectors at 40 critical intersections and retiming 250 traffic signals. This is a two-year initiative begun in FY 2018-19. (Transportation)

STATUS The Signal Engineering division is working to install radar equipment at locations throughout the city, which will enhance traffic flow. Hiring is also underway for new positions within the division, which will be responsible for signal retiming.

MEASURE Percent decrease in service requests for signal repairs

13 Water and Wastewater Infrastructure

INITIATIVE Conserve resources and maintain infrastructure through installation and rehabilitation of about 80 miles of water and wastewater mains. (Water Utilities)

STATUS As of December 31, DWU has replaced or rehabilitated 10.25 miles of water main and 6.15 miles of wastewater main.

MEASURE Percent decrease in breaks


14 Neighborhood Drainage

INITIATIVE Prevent flooding in local streets through the neighborhood drainage program, focusing on erosion control and channel repairs. (Water Utilities)

STATUS Staff have conducted debris removal maintenance at 75 locations, removing more than 2,600 cubic yards of debris. They have also completed 944 service requests, including culvert/pipe blockages, concrete repairs, and storm drainage pipe inspections, cleaning, and repairs.

MEASURE Percent decrease in flood-related service requests

Budget Initiative Tracker

ECONOMIC & NEIGHBORHOOD VITALITY**15 Affordable Housing** 

INITIATIVE Further affordable housing throughout the city as prescribed in the Comprehensive Housing Policy through the 2020 Notice of Funds Available (NOFA). (Housing and Neighborhood Revitalization)

STATUS HOU advertised a single-family NOFA in late 2019 and has awarded three projects totaling \$741,730 for development of 64 affordable housing units. Construction is scheduled to begin in early 2020. The 2020 NOFA is planned for release this summer and will focus on housing for individuals experiencing homelessness.

MEASURE Percent increase in affordable housing units available

16 BUILD Initiative 

INITIATIVE Broaden investment in minority- and women-owned businesses based in Dallas through capacity-building resources and training. (Office of Business Diversity)

STATUS Staff plans to brief the GPFM committee on the management of the program and a timeline for implementation on February 24.

MEASURE Percentage of M/WBE spend

17 Small Business Development 

INITIATIVE Stimulate small businesses and startups in high-opportunity areas through training and other workforce development services. (Office of Economic Development)

STATUS This initiative is included within the Strategic Economic Development Plan currently being finalized with the Economic Development committee. Staff anticipates submitting the plan for City Council consideration on April 22, 2020.

MEASURE Percent increase in small businesses in designated high-opportunity areas

18 Tax-Increment Financing 

INITIATIVE Spur development in 19 TIF districts throughout the city by reinvesting property tax revenue. (Office of Economic Development)

STATUS ECO updated the Economic Development committee on the annual reports for the 19 active TIF districts on February 3, and the full City Council will consider them for approval on February 26.

MEASURE Percent increase in taxable value in TIF districts

19 Comprehensive Plan 

INITIATIVE Update the City's Comprehensive Plan to incorporate more recent policy initiatives and encourage strategic land development while promoting equity, sustainability, and neighborhood revitalization. (Planning and Urban Design)

STATUS Staff plans to brief the Economic Development committee on the goals, approach, and schedule for the Comprehensive Plan update on April 6.

MEASURE Percentage of project milestones completed

Budget Initiative Tracker

HUMAN & SOCIAL NEEDS**20 Overcoming Barriers to Work** 

INITIATIVE Partner with nonprofit and community partners to fund services that provide job training and career development to participants who face hurdles to employment, such as lack of transportation or child care. (Office of Community Care)

STATUS The City has executed a contract with one service provider and is finalizing contracts with three additional organizations to provide job skills, technological literacy, transportation, child care, and wraparound services to individuals seeking employment or participating in training programs.

MEASURE Percentage of clients who remain employed after six months

21 Equity 

INITIATIVE Advance equity and inclusion in City government and across Dallas by understanding historical and deeply ingrained policies and practices and engaging the community to address present-day challenges. (Office of Equity)

STATUS The Office of Equity has provided more than 11 hours of training and technical assistance on the Budgeting for Equity tool, which is designed to support departments in analyzing their policies and procedures through an equity framework. Draft responses are due February 7.

MEASURE Number of community events or collaborative community projects conducted

22 Inclement Weather Shelters 

INITIATIVE Ensure unsheltered individuals and families remain safe during periods of extreme heat or cold and provide resources for more permanent housing by funding temporary inclement weather shelters. (Office of Homeless Solutions)

STATUS Staff anticipates submitting the inclement weather accessory zoning use and a new City Code chapter regarding inclement weather shelters (Chapter 45) for full City Council consideration on April 22.

MEASURE Percent decrease in weather-related injuries

23 Pay-to-Stay Shelters 

INITIATIVE Increase emergency shelter capacity and connect unsheltered individuals to shelter, support services, and ultimately positive housing destinations through the 90-day pay-to-stay program. (Office of Homeless Solutions)

STATUS The Bridge is providing an additional 50 emergency shelter beds with a 98-99% utilization rate.

MEASURE Percent increase in emergency shelter beds available

24 Neighborhood Grant Reclamation Program 

INITIATIVE Provide a vehicle for communities to revitalize former homeless encampments and transform them into community assets through the Neighborhood Grant Reclamation Program. (Office of Homeless Solutions)

STATUS Staff anticipates submitting the NGRP for City Council consideration on April 8.

MEASURE Percentage of NGRP projects completed

Budget Initiative Tracker

QUALITY OF LIFE**25 Community Clean!** 

INITIATIVE Engage residents in the Community Clean! initiative to reduce illegal dumping, litter, and high weeds in focus neighborhoods through regular community-led cleanups. (Code Compliance)

STATUS Staff conducted Citizen Academy courses in City Council districts 4, 7, 8, and 10; more than 60 community members attended and logged more than 500 volunteer hours. Staff also coordinated cleanup activities in those four districts and has begun work in district 3. Activities to date include door-to-door outreach to more than 1,000 residents, graffiti removal, and recycling of about 100 gallons of paint and 230 pounds of used motor oil through BOPA collection (battery, oil, paint, and antifreeze).

MEASURE Percent decrease in illegal dumping and other code violations in target areas

26 Animal Service Response 

INITIATIVE Assign two agents to triage and dispatch calls seven days a week to improve response time. (Dallas Animal Services)

STATUS DAS hired two dispatch agents in January, and they are completing training.

MEASURE Percentage of responses to DAS service requests within specified response time (varies by priority level)

27 Loose Dogs 

INITIATIVE Augment overnight animal response by scheduling officers to be on duty seven nights a week instead of four with a focus on loose dog and bite hot spots. (Dallas Animal Services)

STATUS The Field Services team transitioned to 24/7 operations on December 4, and the night shift will be fully staffed by the beginning of March 2020, once new field officers complete training.

MEASURE Percent decrease in loose dog calls

28 Internet Access 

INITIATIVE Expand Internet access to more residents by making 900 mobile hot spots available for checkout at high-opportunity libraries. (Library)

STATUS Staff are preparing hot spots for deployment and anticipate they will be available for checkout in March 2020.

MEASURE Monthly checkout rate

29 Juanita J. Craft Civil Rights House 

INITIATIVE Preserve civil rights history by restoring the Juanita J. Craft Civil Rights House. (Office of Arts and Culture)

STATUS OAC is working with Building Services to advertise a contract opportunity for restoration vendors in the second quarter. Staff anticipates restoration will be completed in 2021. \$750,000 is budgeted for the restoration, including \$250,000 from the City, and additional fundraising is ongoing.

MEASURE Percentage of project milestones completed

30 Pop-Up Cultural Centers 

INITIATIVE Create pop-up cultural centers to bring cultural activities to areas of the city without easy access to arts programming. (Office of Arts and Culture)

STATUS Pilot programs have been completed in six City Council districts, and OAC has hired a new Community Arts Manager, who will begin the full-scale rollout in the second quarter.

MEASURE Percent increase in cultural programming attendance

31 Environmental Action Plan 

INITIATIVE Mitigate the impacts of climate change on public health, City infrastructure, the economy, and the environment through development and implementation of the Comprehensive Environmental and Climate Action Plan (CECAP). This is a two-year initiative begun in FY 2018-19. (Office of Environmental Quality and Sustainability)

STATUS The draft plan is on schedule for City Council adoption on Earth Day 2020 (April 22). The plan has eight goals that encompass 95 measurable actions over 30 years. The plan also has interim goals to measure progress during implementation.

MEASURE Percentage of project milestones completed

32 Park Rangers 

INITIATIVE Increase the safety of park patrons through the addition of four new Park Rangers. (Park and Recreation)

STATUS PKR plans to advertise the four Park Ranger positions in January.

MEASURE Percent decrease in park-related incidents/calls to DPD

Budget Initiative Tracker

QUALITY OF LIFE

33 Youth Recreation

INITIATIVE Expand opportunities for youth by providing recreational programming to residents aged 5-17 through the Out of School Time (OST) program. (Park & Recreation)

STATUS This expansion is scheduled to begin in January at two new DISD locations and an additional three locations in February. Staff anticipates the effort will add 300 program seats.

MEASURE Percent increase in youth served

34 Teen Recreation

INITIATIVE Boost recreational programming for teenage residents (ages 13-17) with a focus on arts and culture, community service, health and wellness, leadership and life skills, and technology. (Park and Recreation)

STATUS PKR served 226 teenagers at five locations in December.

MEASURE Participation rate at late-night TRec sites

Budget Initiative Tracker

GOVERNMENT PERFORMANCE & FINANCIAL MANAGEMENT

35 Contract Management

INITIATIVE Centralize monitoring of vendor performance to ensure contracts are completed on time, within budget, and fulfill the terms of the agreement. (City Controller's Office, Office of Procurement Services)

STATUS New team members are being onboarded, and the design of the new Contracting Officer Representative program (D-COR) is nearly complete. Staff anticipates rolling out D-COR, revised training courses, and contract monitoring plans in the second quarter.

MEASURE Percent decrease in audit findings

36 Fleet Management

INITIATIVE Drive operational efficiency, reduce overall costs, and improve delivery of City services through timely replacement of fleet vehicles. (Equipment and Fleet Management)

STATUS To date, EFM has ordered 95 units for nine departments. Staff are also meeting with smaller General Fund departments regarding purchases to ensure the health of our smaller fleets.

MEASURE Percent decrease in fleet that exceeds useful life

37 IT Governance

INITIATIVE To balance the needs of the organization and ensure security and stability in the City's technology investments, route all technology proposals and funding through the IT Governance Board for review, prioritization, and scheduling. (Information and Technology Services)

STATUS The IT Governance Board approved 15 projects in December. The next meeting is January 30.

MEASURE Percentage of IT projects completed on time

38 Property Tax Relief

INITIATIVE Provide tax relief to residents over 65 or with a disability by increasing the property tax exemption to \$100,000 from \$90,000. (Office of Budget)

STATUS City Council approved an increase in the property tax exemption on June 12, 2019, beginning with the 2019 tax year. Dallas County Tax Office distributed property tax bills and will collect revenue on behalf of the City.

MEASURE Percent increase in total value of exemption

39 Ethics Training

INITIATIVE Foster an ethical organizational culture by continuing biennial ethics training and expanding the Values Ambassador program. (Office of Ethics and Compliance)

STATUS The Ethics Officer left the City in December 2019, and the initiative is on hold until the position is filled.

MEASURE Percentage of employees trained

40 Data-Based Decision Making

INITIATIVE Cultivate the use of data analytics and evidence-based decision making throughout the City under the leadership of the Office of Innovation. (Office of Innovation)

STATUS The Data Academy is launching in early March, and the Office of Innovation has established a new Data Governance team of data-oriented staff from across City departments to discuss data gaps, standards, sharing, and training needs.

MEASURE Number of training hours provided

Budget Initiative Tracker

FY 2018-19 INITIATIVES

While most initiatives can be completed in a single fiscal year, several FY 2018-19 initiatives required additional time because of the scope and term of the project. We will continue to report the status of these 12 initiatives below, using the initiative numbers from the FY 2018-19 report for reference.



Complete



On Target



At Risk



Canceled

Public Safety

5 Security of City Facilities

INITIATIVE Consolidating security for City facilities into Court and Detention Services and conducting a comprehensive risk assessment to identify future security needs for City facilities and programs. (Court and Detention Services)

STATUS The vendor has received security assessments for identified City facilities and will conduct an on-site visit at the end of January to develop their recommendations.

7 P-25 Radio System

INITIATIVE Expanding radio coverage area, improving system reliability, lowering operating costs, and improving interoperability across City departments and with other public safety agencies through implementation of the new P-25 radio system. (Information and Technology Services)

STATUS The project team has completed analysis of various radio towers that may have been impacted by potential land reuse plans. Alternative plans are fully underway for 3131 Dawson St. and Hensley Field. All other sites have been verified. The new go-live date is December 2021.

9 911 Operations Center

INITIATIVE Furthering the City's investment in the 911 emergency system with additional technology and expanded backup capacity. (Information and Technology Services)

STATUS ITS anticipates completion of the Dual Production Public Safety Answering Point (PSAP) solution for the backup site by the end of April.

Mobility Solutions, Infrastructure, & Sustainability

13 Bike Lanes

INITIATIVE Expanding bike lanes and improving mobility by increasing the current \$500,000 budget by \$500,000 per year for each of the next three years to achieve a \$2 million per year investment starting in FY 2020-21. (Transportation)

STATUS A Harwood Bike Lane pilot program is in progress with a target completion date in March.

Economic & Neighborhood Vitality

23 Historic Resource Survey

INITIATIVE Devoting \$100,000 to conduct a historic resource survey with private partners. (Sustainable Development and Construction)

STATUS To take advantage of additional funding from Preservation Dallas, staff is executing a new solicitation with a revised scope. Staff anticipates submitting a contract for City Council consideration in April, and the timeline to complete the survey is one year.

Budget Initiative Tracker

FY 2018-19 INITIATIVES

Human & Social Needs

26 Citizenship and Civil Legal Services 

INITIATIVE Committing \$175,000 to partner with nonprofit organizations to offer civil legal services and promote citizenship to immigrants. (Office of Welcoming Communities and Immigrant Affairs)

STATUS All contracts have been executed, and the identified nonprofits have begun service delivery. WCIA and its legal services grantees hosted the first of two citizenship workshops on November 9.

Quality of Life

32 Library RFID 

INITIATIVE Implementing a \$2 million Radio Frequency Identification (RFID) system throughout our library system to improve security and better manage our materials and assets. (Library)

STATUS Twelve branches have completely converted materials, including two floors at Central Library. Testing of the self-check software and staff stations has begun, and departments are preparing for installation of new security gates.

Government Performance & Financial Management

39 Census 2020 

INITIATIVE Encouraging participation in Census 2020, including \$75,000 for the Mayor's Complete Count Committee. (Office of Strategic Partnerships and Government Affairs)

STATUS The Dallas County vendor, Alpha Business Images, is finalizing outreach materials and redesigning the local census website. OSPGA is coordinating online participation kiosks across the city, which will be available from March 27 to April 6.

41 ADA Compliance 

INITIATIVE Investing \$200,000 to develop an Americans with Disabilities Act (ADA) transition plan that enhances the City's ADA compliance and addresses accessibility issues in City facilities. (Office of Equity and Human Rights)

STATUS City Council approved a contract with Kimley-Horn in September 2019 to develop an ADA self-evaluation and transition plan, and the vendor completed its facility evaluation of City Hall in December. Building Services and Convention and Event Services provided additional funding for the project, which will allow for further building evaluations prior to the vendor submitting its recommendations.

42 Availability & Disparity (A&D) Study 


INITIATIVE Conducting a minority business study to inform decision makers on how the City can better support small and local businesses. (Office of Business Diversity)

STATUS OBD will provide an update to GPFM regarding Phase 1. The A&D Study is on track to be completed Summer 2020.

43 Compensation Study 

INITIATIVE Complete a comprehensive study of the City's position classification and compensation systems. (Human Resources)

STATUS The vendor is reviewing the Position Analysis Questionnaire results and will provide a classification report in mid-February. Staff anticipates providing final recommendations to City Council in May.

44 Workday HR/Payroll System 

INITIATIVE Implementing a new human resource and payroll system and evaluating an additional module for uniformed employee scheduling. (Information and Technology Services)

STATUS Phase 1 of Workday is scheduled to go live in April 2020. Future phases are planned to add human capital management, recruiting, and advanced compensation features.

